provides an important example of British firms effectively standing their ground against rising American and local competition.

Finally, two authors assess the roles of law and education in the growth of the domestic British economy. Surveying British partnership and trust law in the eighteenth and nineteenth centuries, B. L. Anderson finds that, if anything, incorporation for industrial and mercantile firms appears unwieldy when compared to the well-tried partnership arrangements extended via the trust form. Then, in a very tightly reasoned examination of the evolution of British financial intermediation services, he finds few strains caused by the legal framework or other structural factors. In sum, the adequacy and diffusion of sources of lendable funds from the eighteenth century onward posed few bottlenecks for the continued expansion of the British economy.

In "Investment in and Utilization of Manpower: Great Britain and her Rivals, 1870–1914," D. H. Aldcroft argues that some of Britain's technological backwardness in the 1870–1914 period is attributable to a relatively low level of educational investment. Contemporary industrial technology was increasingly complex and demanded the services of scientists, production engineers, and other qualified personnel. The British education system did not supply large numbers of these personnel, nor did British industry demand their services. By contrast, multifunctional entrepreneurs were being replaced by trained specialists in Germany and the U.S. Furthermore, while U.S. and German firms increasingly hired formally trained personnel in marketing and distribution, Britain continued to train personnel on the job. (It might be noted, however, that Marrison's essay suggests that this factor did not matter very much in Latin American markets for cotton textiles.) Finally, Aldcroft finds that British firms did not involve themselves in the period's new techniques for worker management, including new wage payment systems for encouraging higher productivity. Aldcroft does not spend much time on the possible causes for these circumstances, but the essay is a valuable survey of some important terrain.

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ENTERPRISE AND ENTREPRENEURS IN NINETEENTH- AND TWENTIETH-CENTURY FRANCE. ***Edited by Edward C. Carter II, Robert Forster, and Joseph N. Moody. Baltimore, Johns Hopkins University Press, 1976. Pp. xx + 211. $12.50.***

Reviewed by François Jequier
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To summarize a collective work is difficult. Each contribution deserves to be approached individually even if they all deal, in one way or another, with "the perennial questions about which factors shape entrepreneurial decisions and what kind of people entrepreneurs are and have been in various cultures," as stressed by the editors in their introduction, where they present the gist of four studies delivered during a lecture series at Johns Hopkins University in the Spring of 1973.

Charles P. Kindleberger discusses "Technical Education and the

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French Entrepreneur" by emphasizing the impact of the French technical and scientific educational system on the performance of entrepreneurs. He begins with a general description of these specialized institutions and then presents his major criticisms: admission standards are so high that entrance is limited to those who can afford highly specialized tutoring; instruction is too theoretical, mathematical, and rigid; the system is too centralized and authoritarian, turns out a product that is arrogant, and fails to provide in sufficient quantities for instructors, laboratory assistants, middle cadres, foremen, and skilled workers. To balance these faults Kindleberger trusts in the French spirit and its technical educational system. Sharing such confidence is somewhat difficult for this reviewer, who is concerned with the extraordinary gap still existing between management, its personnel, and the workingman's world.

In his brilliant essay, "Religion and Enterprise: the Case of the French Textile Industry," David Landes reevaluates earlier works, stating that "the success of the *Fabrique* would seem, then, to constitute counterevidence to both my own entrepreneurial thesis and the Weber model" (43). As a matter of fact, the Motte-Bossut dynasty is Catholic. Relying on family correspondence, studies concentrated on the most prominent entrepreneurs of the group, and numerous interviews with descendants, Landes paints a live tableau, richly evocative of this milieu, this industrial élite, of these "most prosperous and progressive textile manufacturers in the country, so wrapped up in their industry at the expense of others concerned that they became known as the Americans of France" (43).

In "Innovation and Business Strategies in Nineteenth- and Twentieth-Century France", Maurice Lévy-Leboyer uses a qualitative criterion — management procedures — and a quantitative argument — the size of enterprises. He examines four major aspects of French enterprises in order to understand how they absorbed technical progress while adapting to their environment: the personnel or labor force of the enterprises, their managers, their objectives, and the types of strategies they adopted.

From his analysis based on numerous diagrams and graphs, the dual structure of the French economy (where large enterprises co-exist with a multitude of small unities of production) emerges as the fruit of adaptation to the economic and social environment. "In short, phases of prosperity brought a great surge of firms, while depressions may not have had a commensurable effect in reducing their number" (100). "The diversification of industries and the widening market constantly promoted the rise of newcomers, who had either specific technical skills or some expert knowledge of trade. It is their presence, together with a high respect for education, that explains why established families made it a rule that the competence of their members be brought up to date in every new generation" (111).

The principal themes in Albert Boime's "Entrepreneurial Patronage in Nineteenth-Century France" concern patronage, and especially the influence of entrepreneurial mentality on French art during the nineteenth century. The author characterizes the different types of entrepreneurs in relation to their art collections, to show how their activity

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affected art, and he points out how the mentality of these men connected with artistic occupations. With rare mastery, he examines the development of the collectors' tastes and the reasons for their choices. The pages dealing with industrial art, the entrepreneurs, and their effort to inject artistic creation into mass production have great originality. The study ends with provocative reflections on the "symbiotic relationship" between artists and entrepreneurs. "In fact, there are numerous points of similarity between the artist and the entrepreneur. Both groups are essentially in business for themselves, and their choice of profession entails risk-taking" (187). The two milieux are mutually opposite only in appearance, and the author leads us away from the myth "of the artist in conflict with the bourgeois community."

These four essays offer a valuable set of notes of great documentary wealth including several illustrations from Boime. This work stresses the importance that cultural factors merit in any approach to entrepreneurial history.

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TRAMWAYS AND TROLLEYS: THE RISE OF URBAN MASS TRANSPORT IN EUROPE. ***By John P. McKay. Princeton, New Jersey, Princeton University Press, 1976. Pp. x + 246. $14.50.***

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What the automobile has been to the twentieth century, the electric trolley was to the nineteenth. Indeed, if the author of *Tramways and Trolleys* is correct, the streetcar was an even more dramatic innovation than the private auto. Contemporaries saw in the electric streetcar a tool with the potential to transform cramped and segmented cities, making them at once more spacious and more accessible. It challenged governments to bend technological innovation and entrepreneurial zeal into the most socially useful channels without at the same time stifling the new industry. The streetcar promoted new relationships among inventors, manufacturers, and users of equipment, and demanded development of complex arrangements to deal with the trans-Atlantic borrowing of patented ideas. In a very well written 246 pages, *Tramways and Trolleys* examines the complicated matrix formed by new technology, entrepreneurial innovation, and public policy in Continental Europe and Great Britain during the thirty years before World War I. The result is an attractive book of remarkable range and compactness.

Professor McKay is an established historian of business and public policy and, in particular, of trans-Atlantic entrepreneurship. It is not surprising, therefore, that the most convincing aspect of *Tramways and Trolleys* is its treatment of the response of business and government to the potential of this remarkable new technology.

From the first, business and government operated together in the introduction of mechanical transport to European cities (which is not to say that they formed a joyful partnership). Outside Britain, entrepreneurs provided the capital and initiative, while government lent a

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